

# TELLING THE VIRGINIA STORY

Your Place – Your Story

VEDA Spring Conference

**VEDA** VIRGINIA ECONOMIC DEVELOPERS ASSOCIATION

Wednesday, March 27 – Friday, March 29, 2019  
Harrisonburg, Virginia

## SPEAKER PROFILES

*In Order of Appearance*

### **Stephanie R. Heintz**

Managing Partner and CEO  
Consociate Media

*Professional Development Workshop*

Stephanie R. Heintz is the Managing Partner and CEO of Consociate Media. Cutting her teeth as a newspaper journalist and working on assignments from her own hometown, to the remote areas of East Africa to war-torn Iraq, Stephanie believed one thing – stories are the most powerful way to reach people and inspire change. She brings that same strategy to Consociate Media, where she specializes in working with business owners, legislative initiatives, economic development programs, non-profit organizations, tourism efforts and individuals to strategically plan and execute storytelling across a wide range of new and traditional media. Stephanie serves on the Board of Directors for the Gloucester Main Street Association and on the Mary Ball Washington Regional Council of the Virginia Initiative for Growth and Opportunity (GO Virginia). In 2019, Consociate Media became the public relations agency of record for the Virginia Economic Developers Association.



### **Melody Warnick**

Speaker/Author

Melody Warnick is the author of *This Is Where You Belong: Finding Home Wherever You Are* (Viking, 2016), an exploration of the groundbreaking concept of place attachment. Described by Richard Florida as “an important book for so many people who are choosing their place to live,” *This Is Where You Belong* helps movers and stayers alike rethink the value of their community.

In her 15 years as a freelance journalist, Warnick has written for *The Guardian*, *Atlantic CityLab*, *Quartz*, *Reader's Digest*, *O: The Oprah Magazine*, *Redbook*, *Better Homes and Gardens*, and many other publications. She and her book have been featured in the likes of *Time*, *Fast Company*, *Psychology Today*, *Realtor.com*, *Forbes.com*, and *Inc.com*. A chronic mover, Warnick managed to fall madly in love with her adopted town of Blacksburg, Virginia, where she lives with her husband and two daughters.

Her favorite things include: *Hamilton*, libraries, quirky small towns, *The Great British Bake-Off*, pandas, Kate Atkinson, Richard Russo, Spotify, Evernote, zoos, bookstores, hiking, and food that involves sugar.



## **Ben Muldrow**

Partner  
Arnett Muldrow

Ben Muldrow is a community branding and marketing expert who has spent the last 15 years assisting communities develop identities that attract investors and encourage private and public organizations to commit to community development projects that lead to economic vitality, environmental stewardship and social advancement.

As a partner at Arnett Muldrow & Associates, Ben has designed creative branding and marketing systems in over 500 communities across 38 states, making him a true global leader in the industry. He has also developed award-winning community branding systems gaining him recognition for his ability to combine strategic planning, brand development, interactive marketing, public relations and social media capabilities to yield impressive results.

Ben works with non-profits, government agencies and development corporations to unite a single and powerful effort toward successful community enhancement. He makes it his mission to lead project analyzes, strategic planning, communication and objectives that consistently exceeds projected goals, meet targeted deadlines and fall within set budgets.

A results driven leader, Ben's vast network of partners, community influencers, governmental departments, corporate sponsors and non-profit organizations permits him a wide scope to find effective solutions for diverse and complex community projects which require innovative solutions and hands-on assessment. As the lead community branding strategist for the Greenville SC based urban planning firm and their Mid-Atlantic office from Milford, Delaware, Ben has adopted an open process strategy including public design sessions and collaborative small groups to ensure that the vision and expectations of the community and project leaders are met.



## **Darlene Burcham**

Town Manager  
Town of Clifton Forge

In May 2010, Darlene Burcham, joined the Town of Clifton Forge. After having served 10 years as City Manager of Roanoke. Prior to that, Ms. Burcham served Norfolk, Va. for 12 years holding the positions of Deputy and Assistant City Manager and Director of Human Services. Ms. Burcham also served eight years as Assistant County Administrator and acting County Administrator in James City County, Va., and eight years as Director of Social Services for Hampton, Va.

She has been involved in numerous committees, programs and initiatives throughout the Virginia. She currently serves on the boards of the Roanoke Valley-Alleghany Regional Commission and the Virginia Municipal League Insurance Programs.

Ms. Burcham holds a bachelor's degree in psychology from the College of William and Mary, a master's degree in social work administration from Virginia Commonwealth University, and a certificate from Harvard University's John F. Kennedy School of Government.



## **Lori M. Kroll**

Community Resource Specialist  
Draper Aden Associates

Lori Kroll is a Senior Community Resource Specialist with Draper Aden Associates in Blacksburg, VA. With over 36 years of experience, Ms. Kroll's primary focus is to assist local and regional governments with project funding needs, including preparing grant/loan applications and proposals and providing staff support for the coordination, administration, and documentation requirements of state and federal funding agencies through various grant and loan programs. Through her background in elementary and secondary public education, Lori also provides assistance to local and regional governments with citizen education and community engagement on a variety of topics from sustainable infrastructure to brownfields redevelopment.



## **Nichole Hair**

Deputy Town Manager and Zoning Administrator  
Town of Pulaski

Nichole Hair joined the Town of Pulaski in January 2016 as the Deputy Town Manager and Zoning Administrator. As part of the Town of Pulaski team, Ms. Hair oversees the Community Development Department including Planning and Zoning, Building Inspections and Code Enforcement. Ms. Hair works diligently through all phases of development, be it meeting with business prospects looking for a potential site, guiding developers through the development process, or attending ribbon cuttings. Ms. Hair oversees a variety of projects in Pulaski, including Pulaski's Downtown Revitalization Project.

Prior to coming to the Town of Pulaski, Ms. Hair worked for the Town of Christiansburg in the Planning/Zoning Department. Ms. Hair received her undergraduate degree from Virginia Tech in Political Science and Public and Urban Affairs. Ms. Hair received her Master's Degree in Public Administration from the University of South Dakota. Additionally, Ms. Hair holds a Graduate Certificate in Local Government Management from Virginia Tech and is also a Certified Paralegal.



## **Vince Maiden**

Brownfields Program Coordinator  
Virginia Department of Environmental Quality

Vince Maiden is a Certified Professional Geologist in the State of Virginia and currently serves as the Brownfields Program Coordinator at Virginia DEQ. During his nineteenth year tenure at DEQ he managed cleanup sites across multiple programs including Brownfields, Voluntary Remediation, RCRA Corrective Action, Solid Waste, and Petroleum. Since graduating from the Virginia Natural Resources Institute he has been focused on helping solve complex environmental and economic redevelopment challenges through collaborative problem solving and public engagement.



## **Christopher D. Lloyd**

Senior Vice President and Director, Infrastructure and Economic Development  
McGuireWoods Consulting

Chris Lloyd leads the McGuireWoods Consulting infrastructure and economic development team where he specializes in site selection and economic development incentives negotiations. Chris has also worked closely with clients on numerous public-private partnership projects for transportation and other infrastructure as well as playing a leading role in the development and passage of Virginia's public-private partnership laws. These statutes have since become model legislation for use in other states. As a result of this work, Chris has become a frequent speaker on economic development policy issues and public private partnership projects around the country.

Prior to joining McGuireWoods Consulting, Chris served for nearly five years in the Office of the Secretary of Commerce and Trade under Virginia Governors Allen and Wilder. In this position, he was responsible for legislative, budgetary, and regulatory coordination and development for the fifteen agencies within that Secretariat which oversees the state's economic development programs.

Chris graduated from the College of William & Mary in 1993. He lives in Richmond with his wife, Megan, and children, Ryan and Meredith.



## **Michael Woods**

Senior Manager, State Government Affairs  
Troutman Sanders Strategies

Mike Woods serves as a Senior Manager of State Government Affairs with Troutman Sanders Strategies. Mr. Woods works with clients on business issues, including tax policy, natural resources, public safety, procurement, economic development, privatization, and public-private partnerships. Since joining the Troutman Sanders Strategies, Mr. Woods has represented a number of national business interests and associations before the Virginia General Assembly and the Executive Branch. He actively monitors legislative and regulatory issues before the Virginia General Assembly and various state regulatory agencies and provides analysis of their impact on our clients' and their business.

Mr. Woods joined Troutman Sanders Strategies after serving as the Political Director for House Majority Leader, Morgan Griffith. Mr. Woods has successfully managed Republican campaigns for a number of General Assembly members, as well as federal, state, and local officials. He has also served as Deputy Political Director for the Republican Party of Virginia. In addition to campaign work, Woods most recently handled Attorney General Bob McDonnell's election recount and served as a member of the Attorney General's Transition Team.

With his extensive experience working with state government and in Virginia politics, Mr. Woods offers our clients a valuable resource in assessing the political landscape in Virginia. Additionally, Mr. Woods utilizes his vast experience for our clients to develop winning strategies for both business development and procurement opportunities.



## **Kate McEnroe**

Analyst ∞ Advisor Coach ∞ Facilitator Speaker ∞ Trainer  
Kate McEnroe Consulting

Kate McEnroe Consulting is a sole proprietorship founded in 1993 as a full-service location selection and economic development consulting firm. Ms. McEnroe's MBA from The Wharton School and background in staff and line management positions gave her a solid foundation and the skills to become an entrepreneur with a successful consulting practice.

She focuses on the geographic and market position strategies and tactics that support the aspirations of companies, communities, and individuals. By sharing direct insights and offering flexible approaches, Kate ensures that clients gain a better understanding of their strengths and their options, and that they are better equipped to take immediate and long-term action to improve their place in the world.

Over the years, her corporate clients have included leaders in healthcare, business services, telecommunications and metals industries along with family owned enterprises and membership associations.

She is an expert in coaching economic development organizations through a process of designing high impact business cases for workforce assets, optimizing marketing resources and applying data visualization principles to the task of marketing places. She is currently using her expertise to create content designed for students, parents, and their advisors that will enable them to make effective education and career choices.

Kate believes in the power of continually learning and has completed training with David McCandless, Edward Tufte, Anne K. Emery and Stephanie Evergreen of the Evergreen Academy in data visualization. She is a certified Strategic Doing Facilitator and credentialed to administer Human Insight's AEM Cube Team Dynamics Assessment and the MARI Mandala Assessment Research Instrument. She has a Design Thinking Foundation Certificate from IDEOU, is trained in Mindfulness Meditation and is a Narrative Coach Core Practitioner.



**Audrey Taylor**  
President & CEO  
Chabin Concepts

Since 1989 Audrey has led Chabin Concepts to be one of the leading full-service economic development firms in the nation.

Success has been built on her philosophy of collaboration in bringing each client the best expertise and experience available by organizing *Chabin Teams* to work with clients. Not only has she assisted over 350 communities with strategic planning, she has successfully prepared \$67 million in grant applications for clients and private companies for strategic initiatives. Her portfolio of work is diverse. Working directly with companies, start-ups such as NanoTech a leading-edge battery manufacturer to Graphic Packaging International, a global leader in packaging. Assisting communities with roadmaps that lead to results had had her on the road from Fairbanks, Alaska to the Rio Grande.

She was best described upon receiving CALED's prestigious **Golden Bear Award** "for her vision, drive, enthusiasm, creativity, and commitment to the economic development profession."

Select community projects include: *North Far North (Community College) Regional Plan; Solano County – Move Solano Forward Strategy; Lake Havasua – Strategy & Winner of America's Best Community Award!; City of Merced, CA – Land Development; Grand Junction, CO –Market Assessment; Medford, OR – Market Assessment; USDA, Davis, CA BioMass Project; NoRTEC, Chico, CA – Regional Workforce Development; and Greater Oklahoma City Partnership –Communities Technical Assistance.* Audrey has also worked with numerous businesses including: *3M; Graphic Packaging International; CalPlant I; Air Spray, USA; Lundberg Family Farms; LuLu's Fashion Lounge; Roplast Industries; and MiRancho Tortillas.*

Audrey has served five California Governors, has been board member of TeamCalifornia, California Association of Local Economic Development, California Workforce Investment Board, California Green Collar Jobs Council, USDA CalFOR and Rotary. She is a founding member of TeamChico, North State Grow Manufacturing Initiative, Everybody, Healthy Body (sports complex initiative) and Chico Women 100. Audrey is a frequent speaker and instructor on economic development marketing and community readiness, co-authoring several economic development guides with Maury Forman, Washington State.

Fun Fact: Audrey cherishes a young professional colleague who wrote on her office bulletin board "Audrey Taylor is my fairy godmother."



**Gregory Hitchin**

Director, City of Waynesboro Economic Development  
Marketing Chair, Shenandoah Valley Partnership

Greg has served as the Director since April 2010. Prior to joining the City of Waynesboro, he was the Business Development Manager for the Onondaga County (Syracuse New York) Office of Economic Development. He also served as the Interim Director of the six person office and the CFO for the Onondaga County Industrial Development Authority. Following graduation from the Rochester Institute of Technology, Greg spent 18 years in consumer goods and services sales and marketing. He currently serves on several boards and committees: International Economic Development Council (IEDC), Director; Industrial Asset Management Council (IAMC), Director; Shenandoah Valley Partnership (SVP), Director and member of Executive Committee, Chairman Marketing Committee; Virginia Economic Development Association (VEDA), Program Committee; Center for Coldwater Restoration, Director.



**Courtland Robinson**  
Director, Lead Generation  
Virginia Economic Development Partnership

Courtland resides on the Lead Generation Team within the Virginia Economic Development Partnership's Business Investment Division. Courtland previously served as the Business Development Director for the Shenandoah Valley Partnership, as Assistant Director of Economic Development for the City of Staunton and has been an active VEDA member since 2012.

Courtland received his Bachelor of Science Degree at Virginia Commonwealth University where he studied Urban and Regional Planning and received his Master of Public Administration degree at James Madison University where he worked with numerous economic development agencies including the Central Shenandoah Planning District Commission, the Shenandoah Valley Regional Airport Authority and Harrisonburg Downtown Renaissance.

Courtland serves as President of the Board for the Staunton Creative Community Fund and is on the Board of Directors for the Virginia Economic Developers Association.

Courtland, his wife Katherine and daughter Brie are lifelong residents of the State of Virginia and have resided in the City of Staunton since 2011.



**Marjette Upshur**  
Director of Economic Development & Tourism  
City of Lynchburg

Marjette Upshur is a seasoned public servant with decades of experience in insurance, trust banking and telecommunications. Her high energy style and passion for people underpins her commitment to serving the City of Lynchburg. Marjette currently serves as the Director of Economic Development & Tourism for the City of Lynchburg where she works alongside new and existing businesses to provide a bridge between the private sector and local government.

Marjette leads a team of nine economic development and tourism professionals to promote the City of Lynchburg as the best small city in America. She works closely with the City's nearly 3,000 businesses and anchor institutions, including five colleges and universities and a major regional healthcare center, to retain and attract talent and investment. During her tenure, Marjette has secured major company expansions, new business locations and millions of dollars of new investment and job creation in the City. Marjette has championed a number of public/private partnerships initiatives aimed at transforming traditional economic development into citizen focused economic empowerment. She has worked alongside state elected officials to create an arts and culture district in downtown Lynchburg, partnered with the White House National Economic Council to pave the way for Lynchburg's designation as a nationally recognized TechHire Community,

Marjette is an alumna of Mary Baldwin College and a graduate of the NYU Creative Cities certification program. Marjette currently serves on the regional Workforce Development Board, the board for the Virginia Center for Inclusive Communities and on the Virginia Community Capital Advocacy Council. She has also chaired the boards of CASA of Central Virginia, Rotary Club of Lynchburg and the United Way of Central Virginia. When Marjette is not on the clock, she can be found running the streets of Lynchburg and knitting brightly colored pieces.



## **Anna Bentson**

Assistant Director of Economic Development & Tourism  
City of Lynchburg

Anna Bentson is the Assistant Director of Economic Development & Tourism for the City of Lynchburg. In her role, Anna leads tourism and economic development marketing, entrepreneurship and business development for the City of Lynchburg and the Lynchburg Economic Development Authority.

Anna has a strong background in nonprofit management and cause marketing with a passion for urban revitalization and creative placemaking, having served as the marketing director for Thomas Jefferson's Poplar Forest and the director of the Downtown Lynchburg Association. In addition to supporting Lynchburg's businesses to attract and retain jobs and capital investment, Anna has led place-based and entrepreneurial efforts for the City of Lynchburg including the development of Create Lynchburg, CO.STARTERS and Launched in Lynchburg.

She is a graduate of the South Carolina Honors College at the University of South Carolina and has earned a Certificate in Creatives Cities and Economic Development at NYU and a Masters in Nonprofit Leadership at the University of Lynchburg. Anna serves on the boards of the Lynchburg Business Development Centre, the Downtown Lynchburg Association and the International Economic Development Council Awards Advisory Committee. Anna loves old houses, bulldogs, listening to vinyl and reading time-travel books.



## **Jason El Koubi**

Executive Vice President  
Virginia Economic Development Partnership

Jason El Koubi was named Executive Vice President of the Virginia Economic Development Partnership (VEDP) in July 2017. In this role, he serves as the no. 2 executive for the state economic development authority for the Commonwealth of Virginia and oversees activities related to economic competitiveness, international trade, incentives, research, IT, fiscal operations, and human resources.

He was previously President and CEO of One Acadiana, a regional economic development organization based in Lafayette, Louisiana, with a mission to improve the area's business environment and cultivate diversified economic development. Under his leadership, the organization developed and successfully launched one of the most successful capital campaigns of its kind in the nation to deliver a new, nationally competitive economic development program for the nine-parish region, including substantial new activities in public policy and advocacy; business attraction, retention, and expansion; and urban revitalization.

Prior to One Acadiana, Jason served as assistant secretary of Louisiana Economic Development (LED) where he led initiatives that helped secure projects that are creating more than 63,000 new jobs along with more than \$28 billion in new capital investment, while dramatically improving Louisiana's position in virtually every state business climate ranking. Additionally, he managed LED's programs related to state economic competitiveness, business intelligence, community development, small business development, emergency response and recovery, and entertainment industry development.

He previously served as policy director of the Baton Rouge Area Chamber, where he directed policy and research operations during the response and recovery from Hurricane Katrina. Under his leadership, BRAC's policy research team won the top economic development research award in the nation for two consecutive years.

Jason is an outdoor enthusiast and has focused his volunteer service on education and the arts. He has lived, worked, or traveled in more than 35 countries and is a term member of the Council on Foreign Relations.

Jason earned a B.S. in Biological Engineering from Louisiana State University, where he was elected speaker of student senate and awarded the Chancellor's Medal for leadership. As a Rotary Foundation Ambassadorial Scholar, he earned an M.S. in Public Policy from the London School of Economics. He lives with his wife Allison and two sons in Richmond, Virginia.



## **Stephanie Landrum**

President & CEO

Alexandria Economic Development Partnership

Stephanie Landrum is President & CEO of the Alexandria Economic Development Partnership (AEDP), responsible for leading the City of Alexandria's efforts to grow the tax base, diversify the economy and attract and retain businesses and organizations. The public-private corporation utilizes marketing events, relationships with commercial brokerage, ownership and development communities, and media relations to promote Alexandria. The organization and its leadership serve as chief economic advisor to various groups in Alexandria and provide advice and information to the Alexandria City Council, Planning Commission and City Departments. Stephanie holds a Bachelor of Science degree in City and Regional Planning from the University of Virginia, Charlottesville, VA and a Masters in Business Administration from the University of Virginia's Darden School of Business.



## **Christina Winn**

Director of Business Investment

Arlington Economic Development

Christina Winn is the Director of Business Investment for Arlington Economic Development. Since 2014 she's led Arlington's efforts in business retention, national recruitment, entrepreneur support, and catalyzing the innovation economy. Under her leadership, her team has recruited and retained 169 companies totaling over 14 million square feet of office space and 70,000 jobs. Notable projects include the retention of Corporate Executive Board, Applied Predictive Technologies, and Opower, as well as the recruitment of Amazon 2<sup>nd</sup> Headquarters, Lidl US HQ and Nestle US HQ to Arlington. Christina received her BS in Economics from Arizona State University and a MS in Real Estate Development from Johns Hopkins University and enjoys being an Arlington resident.



## **Brandy Salmon, Ph.D.**

Associate Vice President for Innovation and Partnerships  
Managing Director, Virginia Tech Innovation Campus

Brandy Salmon, Ph.D., Associate Vice President for Innovation and Partnerships; Managing Director of the Virginia Tech Innovation Campus

With over 20 years of experience at the intersection of research and business, Salmon is serving as the managing director of Virginia Tech's Innovation Campus, leading a cross-functional delivery team to set the vision for the campus and launch key efforts. Salmon came to Virginia Tech to oversee a discovery-to-market approach to strengthen industry partnerships and innovation: LINK, the Center for Advancing Industry Partnerships, and LAUNCH, the Center for New Ventures.

Prior to Virginia Tech, Salmon served as director for RTI's Innovation Advisors, where she led consulting engagements for federal, corporate, and foundation clients to implement best practices in innovation, identify and evaluate new technologies and products, and develop commercialization strategies and partnerships.

Salmon joined RTI in 2011 from the Duke University, Fuqua School of Business and Office of Licensing and Ventures, where she led a full spectrum of commercialization and technology transfer activities. She is often asked to lecture on topics of innovation and holds five issued patents. Salmon has an B.A. from the University of Virginia, a Ph.D. from Cornell University, and an M.B.A. from Duke University, Fuqua School of Business.



## **Lori Melancon**

Vice President of Marketing & Communications  
Virginia Economic Development Partnership

Lori Melancon serves as VEDP's Vice President of Marketing & Communications, responsible for marketing the Commonwealth for business, including the VEDP and Virginia brands, websites, event and trade show marketing, and external communications. She also played a key role in Virginia's successful bid for Amazon's HQ2.

Before joining VEDP in April 2017, Melancon led economic development marketing efforts at Louisiana Economic Development and the Baton Rouge Area Chamber. During her tenure at LED, she modernized the Louisiana brand for business, managed all components of the organization's marketing and communications program, and created innovative tools for regional and local partners. Lori has also worked for two advertising agencies, managing relationships with both economic development and private-sector clients.

